MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2016/2017

BIM 2094 – INTERNATIONAL MANAGEMENT

(All Sections / Groups)

18 OCTOBER 2016
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This Question paper consists of 2 pages with **FOUR** (4) questions only.

2. Attempt only **TWO (2)** questions in **SECTION A** and **ALL** questions in **SECTION B**. The distribution of the marks for each question is provided .

3. Please write all your answers in the answer booklet provided.

SECTION A: ANSWER ONLY TWO (2) QUESTIONS

QUESTION 1

a) Many MNCs have shifted their operations to China to take advantage of lower operation cost. However, China also remains a major risk for investors. Discuss **FOUR (4)** issues which might concern the foreign investors. (12 marks)

b) The new technological environment has both positives and negatives for MNCs and societies as a whole. Discuss **TWO (2)** positive impacts and **TWO (2)** negative impacts that technology brings to MNCs. (13 marks)

[Total: 25 marks]

QUESTION 2

Compare and contrast **FIVE (5)** differences between Japanese and U.S leadership styles by using *Ouchi's Theory Z*. Provide example of corporate leader for each style. (25 marks)

[Total: 25 marks]

QUESTION 3

Discuss **FOUR (4)** different types of organizational cultures with examples. Support your answer with relevant diagram. (25 marks)

[Total: 25 marks]

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SECTION B: ANSWER ALL QUESTIONS

QUESTION 1

Over the last five years, Corkley & Finn, a regional investment brokerage house, has been extremely profitable. Some of its largest deals have involved cooperation with investment brokers in other countries. Realizing that the world economy is likely to grow vigorously over the next 25 years, the company has decided to expand its operations and open overseas branches. For the time being, the firm intends to set up a small office in London and another in Tokyo.

The firm plans on sending four people to each of these offices and recruiting the remainder of the personnel from the local market. These new branch employees will have to spend time meeting potential clients and building trust. This will be followed by the opportunity to put together small financial deals and, it is hoped, much larger ones over time.

The company is prepared to invest whatever time or money is needed to make these two branches successful. "What we have to do," the president noted, "is establish an international presence and then build from there. We will need to hire people who are intensely loyal to us and use them as a cadre for expanding operations and becoming a major player in the international financial arena. One of our most important challenges will be to hire the right people and motivate them to do the type of job we want and stay with us. After all, if we bring in people and train them how to do their jobs well and then they don't perform or they leave, all we've done is spend a lot of money for nothing and provide on-the-job-training for our competitors. In this business, our people are the most important asset, and clients most often are swayed toward doing business with an investment broker with whom they think they can have a positive working relationship. The reputation of the firm is important, but it is always a function of the people who work there. Effective motivation of our people is the key to our ultimate success in these new branches."

Source: Adapted from Luthans and Doh (2012). Motivation Is the Key. *International Management: Culture, Strategy and Behavior* (8 ed, pp 453). McGraw Hill.

a) Using Hofstede's four cultural dimensions as a point of reference, what are the **FOUR(4)** cultural differences between London and Tokyo? (20 marks)

b) What type of staffing policy that Corkley and Finn will be used in the two branches? Provide **THREE (3)** reasons why it is used. (10 marks)

c) What recommendation would you make regarding how to motivate the personnel in London and in Tokyo? (20 marks)

[Total: 50 marks]

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